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Operational activities of the United Nations for international development cooperation: reports of the Executive Boards of the United Nations Development Programme/United Nations Population Fund, the United Nations Children's Fund and the World Food Programme

United Nations Children's Fund
Executive Board
First regular session 2011
8-11 February 2011
Item 3 of the provisional agenda**

Annual Report to the Economic and Social Council

Summary

The present report is submitted in compliance with General Assembly resolution 62/208 of 19 December 2007 on the triennial comprehensive policy review of operational activities for development of the United Nations system, and with decisions 1995/5 and 2010/1 of the Executive Board of the United Nations Children's Fund (UNICEF). This report will be submitted to the Economic and Social Council for consideration at its Substantive Session of 2011. A draft decision is included in section VIII.

* E/2011/100 (to be issued)
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I. Introduction

1. The present report is prepared in response to General Assembly resolution 62/208 on the triennial comprehensive policy review (TCPR) of operational activities for development of the United Nations system. It follows previous annual reports to the Economic and Social Council and may be read in conjunction with the annual reports of the Executive Director to the Executive Board of UNICEF. Together, these documents provide an analysis of achievements against the key results of the UNICEF medium-term strategic plan (MTSP) for 2006-2013. The report describes the contribution of UNICEF to reaching the goals of the Millennium Declaration and the Millennium Development Goals in partnership with members of the United Nations system and others in order to promote sustained and equitable results for children and women.

2. The present document is also prepared in response to Executive Board decision 2010/1, which requested UNICEF (a) to continue improve its results-oriented reporting in other relevant reports to the Executive Board; (b) to include in future reports recommendations to further improve the implementation of the triennial comprehensive policy review; and (c) in the future, to present the report to the Executive Board for action and submission to the Economic and Social Council.

3. Following decisions 2009/2 and 2009/3, which were adopted, respectively, by the Executive Boards of UNICEF and of the United Nations Development Programme (UNDP) and the United Nations Population Fund (UNFPA) in 2009, the present report reflects consultations among UNDP, UNFPA and UNICEF. The report focuses particularly on issues emphasized in General Assembly resolution 62/208, including capacity development, South-South Cooperation and gender mainstreaming.

4. UNICEF is taking vigorous measures in response to the triennial comprehensive policy review, which calls for a more coherent and effective United Nations system. In its TCPR Action Plan, developed in 2008, UNICEF outlined 90 key actions with measurable indicators. Of these 90 action points, 89 are completed or under way. Details are given in each section of this report.

II. Funding for operational activities

5. UNICEF recorded a drop of 4 per cent in its annual income, from $3,390 million in 2008 to $3,256 million in 2009. Total income from public sector donors dropped by 2 per cent, from $2,295 million in 2008 to $2,251 million in 2009. Private sector income declined by 7 per cent, from $986 million in 2008 to $916 million in 2009.

6. In 2009, the proportion of UNICEF core/regular resources to total resources increased by 0.7 per cent, to 32.7 per cent, but remained significantly lower than the 2006 level of 38 per cent, the first year of the MTSP for 2006-2013. This relatively low proportion is of concern, as the global presence and capacity of UNICEF to provide continued leadership on child-related priorities, including during emergencies, largely depends upon a strong and reliable core income. In 2009, total core/regular resources from public and private sector contributions dropped to $1,066 million from $1,085 million in the previous year.

7. Decreases in income were also recorded for non-core/other resources. Total income from public and private donors for non-core/other resources in 2009 dropped by 5 per cent, to $2,190 million from $2,305 million in 2008. Total income

for other resources (regular) from public and private sectors was $1,527 million, compared with $1,570 million in 2008. Other resources (emergency) also recorded a drop of 10 per cent, to $663 million in 2009 from $735 million in 2008.

8. In 2009, regular resources contributions from Governments fell by 4 per cent, to $594 million from $616 million in 2008. Income from public sector donors to other resources (emergency) rose to $1,076 million in 2009 from $1,057 million in 2008, reflecting an increase of 2 per cent. Public sector contributions to other resources (emergency) declined by 7 per cent, to $581 million in 2009 from $622 million in 2008.

Table 1
Income from public sector donors*
(Millions of United States dollars)

Income type	*2008*	*2009*	*2010 (1 October)*
Regular/core resources	616	594	508
Other/non-core resources — regular	1 057	1 076	814
Other/non-core resources — emergency	622	581	503
Total	**2 295**	**2 251**	**1 825**

* This includes Governments, intergovernmental donors and inter-organizational sources of funding.

9. In 2009, UNICEF continued to expand its participation in United Nations coherence and inter-organizational partnership arrangements through a variety of pooled funds and multi-donor trust funds. The income of UNICEF from various inter-organizational arrangements grew by 16 per cent, from $256 million in 2008 to $296 million in 2009. Funding for UNICEF through the Delivering as One Fund increased to $26.7 million in 2009 from $10.7 million in 2008, while income from the MDG Achievement Fund rose to $30 million in 2009 from $4.3 million in 2008.

10. Thematic funds are the best alternative to regular resources, as they are the most flexible of the restricted funds that donors earmark for one of the MTSP focus areas. Thematic funds directly support the achievement of the MTSP by allowing long-term planning and sustainability and savings in transaction costs for both UNICEF and donors. In 2009, overall thematic funding for the five MTSP thematic areas increased by 13 per cent, to $230 million from $203 million for 2008.

Table 2
Thematic funding for MTSP focus areas, 2008-2009
(In United States dollars)

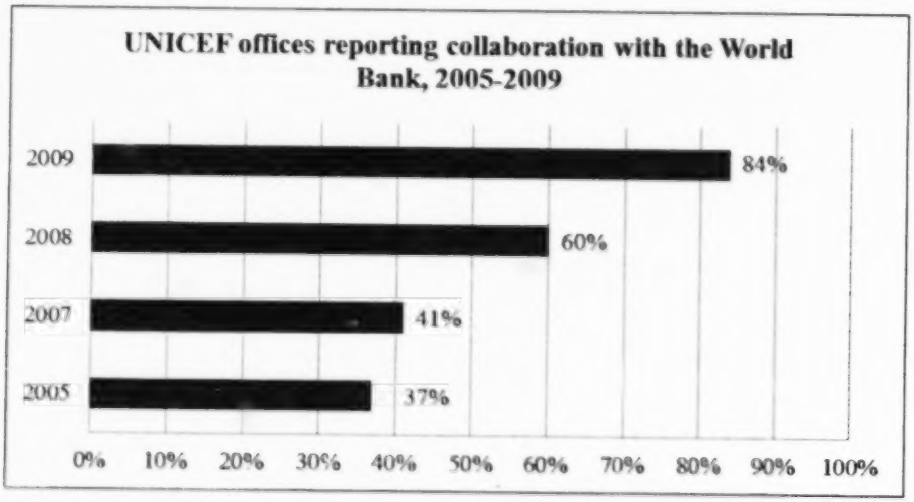
Thematic Area	*2008*	*2009*
Young child survival and development	18 762 957	22 129 036
Basic education and gender equality	121 648 171	128 524 198
HIV/AIDS and children	10 351 291	14 814 454
Child protection	36 008 902	51 156 352
Policy, advocacy and partnership	16 114 139	13 435 071
Total	**202 885 461**	**230 059 111**

11. As of 1 October 2010, UNICEF had recorded $789 million in emergency funding (other resources — emergency) to respond to humanitarian needs of children and women across the globe. The emergency response of UNICEF in Haiti received significant support from donors, totalling $287 million. UNICEF has received $107 million against its total funding requirements of $253 million to address the needs of children and women in Pakistan affected by floods. At the same time, funding for several countries remained inadequate, limiting the ability of UNICEF to provide humanitarian assistance to all children in need.

III. Strategic partnerships, including cooperation with the World Bank

12. A broad and comprehensive mapping of the engagement of UNICEF with the World Bank was conducted in early 2010 and concluded that cooperation between the two institutions is important and involves all sectors of the work of UNICEF.

13. Over 80 per cent of UNICEF country offices reported collaboration with the World Bank in 2009. This is a significant increase compared with previous years. Technical collaboration is the most commonly cited form of engagement, followed by advocacy and information exchange. In 2009, 66 country offices reported providing inputs to poverty reduction strategy papers.



14. As of 31 May 2010, the Procurement Services Agreement for use by governments, concluded between UNICEF and the World Bank in 2008, had been implemented 30 times in 12 countries. The value of the agreements in effect or under negotiation had reached $580 million. The success of this agreement prompted other partners, such as regional development banks, to approach UNICEF to develop similar models. UNICEF also maintains a strong engagement at the biannual meetings of the World Bank and International Monetary Fund Board of Governors by submitting written statements to the Development Committee. In 2010, the statements focused on equity as a prerequisite for sustainable recovery and accelerated progress towards the Millennium Development Goals. In conjunction

with this, UNICEF and the World Bank co-hosted the first annual High-Level Meeting on Sanitation and Water for All. A High-Level Nutrition Advocacy meeting was also jointly organized with major partners. Consultations were held between senior management of the two institutions in November 2010 on how to strengthen collaboration around equity-focused development.

15. UNICEF has strengthened its policy dialogue with the International Monetary Fund and its collaboration with regional development banks. For example, UNICEF joined the Asian Development Bank (ADB) in organizing a joint regional workshop on the role of non-State providers in delivering basic services for children, and contributed to the ADB Conference on Enhancing Social Protection. In September 2010, UNICEF and the ADB signed a Memorandum of Understanding that will form the basis of cooperation between the two institutions in the Asia and Pacific region. Engagement with the Council of Europe Development Bank continued, with UNICEF implementing programmes funded by the Bank in Georgia, the Republic of Moldova and the former Yugoslav Republic of Macedonia.

16. During 2009, UNICEF collaborated with the African Development Bank and supported HIV prevention and treatment programmes in a number of countries of the Southern African Development Community. UNICEF continued to join efforts with the Organization of American States, the Inter-American Development Bank and Plan International to achieve universal birth registration by 2015 in the Americas and Caribbean region.

17. Implementation of the recommendations from the 2009 study on UNICEF engagement in Global Programme Partnerships is under way. The study established a detailed baseline of the portfolio of UNICEF regarding partnerships and collaboration, including the various roles played by UNICEF in some 80 global partnerships. A framework has been established to guide and improve the evaluability of UNICEF engagement in these partnerships. The results from these efforts will inform the revision of the strategic framework for partnerships and collaborative relationships.

18. During 2010, a strategy on UNICEF engagement with the Global Fund to Fight AIDS, Tuberculosis and Malaria and an accompanying implementation framework were finalized, enabling stronger collaboration. Regular strategic discussions on jointly promoting equitable results for children were initiated with the Save the Children Alliance.

19. The United Nations Girls' Education Initiative remains the principal mechanism and platform for addressing gender disparities in education. With work on gender increasingly mainstreamed and championed by Governments, this partnership has continued to help to bridge the gap in enrolment between girls and boys. The contribution of UNICEF to the Education for All Fast Track Initiative has helped to strengthen the shift in education from project implementation to the strengthening of systems. In 2009, UNICEF acted as coordinating agency in 15 of the 40 countries participating in the Initiative.

IV. Contribution to national capacity development and development effectiveness

Capacity development

20. The support provided by UNICEF to national capacity development is broadening to become more system-wide rather than focusing narrowly on human resource development. As indicated in a 2010 Note to the UNICEF Executive Board, "The approach of UNICEF to capacity development" (E/ICEF/2010/CRP.20), a desk review of the approach in 2009 had found that support had often focused on strengthening specific individual capacities (such as the skills of service providers) rather than on promoting systemic changes and strengthening institutions. The Note also identified key constraints to adopting a more systemic approach.

21. In recognition of the central importance of capacity development to the realization of children's rights and as follow-up to the findings of the above-mentioned desk review and the work of the United Nations Development Group (UNDG), efforts have been accelerated to strengthen work in this area. Guidance on addressing specific challenges related to capacity development is being strengthened. Additional support is being provided to enable high-quality and participatory analysis of capacity gaps and to develop an effective, comprehensive approach relevant to each context. UNICEF offices are now reporting on the approach to capacity development taken in each country programme, using identified "good programming practices" as a reference.

22. UNICEF will also pay greater attention to facilitating participatory, high-quality analyses by national and local partners of relevant capacity gaps and prevailing disparities related to the rights of children and women, in partnership with national Governments, other United Nations agencies and relevant stakeholders at all levels. Greater emphasis will also be placed on monitoring progress in reducing capacity gaps, especially those affecting the most disadvantaged children and families, and on assessing the impact of capacity development strategies.

23. As outlined in the Guidance on Capacity Development[1] issued by UNDG, a holistic approach to capacity development requires engaging at three levels: the enabling environment/policy level; the systemic/institutional level and the individual level. The work of UNICEF in all five focus areas of the MTSP relates to each of these levels. For example, regarding promoting an enabling environment at the policy level, support has been provided to governments and national professionals on the use of the Marginal Budgeting for Bottlenecks tool, which facilitates informed decision-making to accelerate progress towards the Millennium Development Goals. This support contributed to the costing of 4 national health sector plans, 6 investment cases for Young Child Survival and Development, and the creation of 12 results-based national or subnational health plans.

24. Also as a means of establishing an enabling policy environment, with technical support from UNICEF, 141 countries by September 2010 had ratified the Optional Protocol to the Convention on the Rights of the Child on the sale of children, child

[1] UNDG, "*United Nations Development System: A collection Approach to Capacity Development*" (August 2009).

prostitution and child pornography, and 139 had ratified the Optional Protocol on the involvement of children in armed conflict.

25. In accordance with the Paris Declaration on Aid Effectiveness, the Accra Agenda for Action and the Doha Declaration on Financing for Development, UNICEF has continued to work as part of the United Nations country teams in supporting national capacity development and use of national systems, notably in the areas of supply, monitoring and evaluation.

26. Significant capacity development initiatives were also focused on strengthening the generation and analysis of data on children, including on key disparities in each context, through evaluative tools, data collection systems and situation assessments. In 2009 and 2010, UNICEF provided countries with support to training as well as technical support in these areas. Technical support included the conducting of 12 regional workshops on how to implement surveys in which more than 300 survey implementers from 75 countries participated. UNICEF also supported national Governments during this period to complete 28 Multiple Indicator Cluster Surveys, 22 Analysis Reports and 50 Child Poverty and Disparity Studies.

27. Responding to recent requests from the Executive Board (for example, decisions 2010/16 and 2009/18), UNICEF has increased its efforts to contribute to strengthening national evaluation capacities, in alignment with the United Nations Evaluation Group (UNEG) and in partnership with major stakeholders. UNICEF co-led UNEG task forces aimed at identifying the strategic role of the Group and United Nations agencies in national evaluation capacity development. Working with key development partners, UNICEF provided support to enhancing national evaluation systems and institutionalizing monitoring and evaluation in public sector management at the national and local levels. As a contribution to the growing professionalism of evaluation worldwide, UNICEF continued to support professional evaluation associations in several regions.

28. The Child-Friendly School approach provides an example of promoting systemic and institutional change through strengthening education systems in diverse contexts. As of June 2010, the initiative had been implemented by national partners in 94 countries. Significant support has also focused on strengthening health systems at all levels, including through the provision of supplies, technical assistance and policy support. To build capacities for addressing malnutrition, 20 countries were provided technical support to review and make recommendations on national nutrition and infant and young child feeding policies, focusing on opportunities and requirements for scaling up. Defining indicators and measuring progress in institutional capacities remain a challenge in certain contexts and will continue to receive attention.

29. Strengthening the capacity of leaders for promoting development results and the rights of the most vulnerable children and women will continue to be prioritized. UNICEF will buttress both communication and social mobilization efforts, which are central to developing the capacities of individuals.

30. To strengthen capacity on emergency preparedness and response, support was provided to the training of 30 Cluster Coordinators of the Inter-Agency Standing Committee (IASC) and more than 1,500 staff and government partners from five regions. In 39 countries, education systems benefited from the Education in

Emergencies and Post-Crisis Transition programme, which supported capacities for developing interventions to restore learning, improve quality and rebuild education systems.

South-South cooperation

31. The engagement of UNICEF in South-South cooperation has steadily increased. The comparative advantages of the organization in this area include its ability to convene partners on issues related to children, its global reach and country presence, and its technical expertise. UNICEF programmes involving South-South cooperation also promote the exchange of learning and the sharing of knowledge, including the dissemination of lessons learned and good practices.

32. As a part of UNICEF efforts to promote development among the most disadvantaged children and families, support has been provided to facilitate the sharing of good practices related to social cash transfer programming in 79 countries, including 10 in sub-Saharan Africa. Knowledge sharing activities also took place within the framework of an agreement signed between the Andean Health Organization and UNICEF and resulted in learning exchanges on reducing chronic malnutrition in the subregion. "Excellence for Pacific Children", a partnership to provide data on the situation of children in the Pacific Islands, was formally launched. The Fit for Children network in the Small Island Developing States continued to facilitate learning sharing and exchanges.

33. Cooperation in various forums, including cross-border cooperation, has been fostered among programme countries. Examples include the development of agreements to prevent and combat the trafficking of children and women; initiatives related to the implementation of Universal Salt Iodization; and the 2010 polio eradication campaign in 19 countries across West and Central Africa. The emphasis on technical cooperation has included the Laços Sul-Sul programme, which promotes collaboration among developing countries on HIV and AIDS initiatives through inter-country exchanges of information, action planning and strategic collaboration.

34. Information exchange and consultation, including through regional meetings and networking, the fostering of problem-sharing and peer reviews, continues to be one of the key modalities of collaboration. A good example was the landmark High-Level Meeting on International Cooperation for Child Rights in the Asia Pacific Region, held in China in November 2010.

35. While there are many examples of South-South cooperation undertaken with UNICEF support, systematizing this support through knowledge management and evaluation will help to further leverage results. UNICEF is committed to strengthening its performance in contributing to South-South cooperation, including through improved guidance to staff, more systematic data, and the fostering of learning and understanding of good practices.

Transition from relief to development

36. At the country level, UNICEF has continued to support major relief efforts, engage as an active partner in integrated presences, and fully participate in post-crisis needs assessments, taking the lead as necessary on social sectors and child protection.

37. In several countries, UNICEF-assisted country programmes helped to ensure interventions that have been critical in catalysing a transition from relief to development and in building sustainable peace. In Haiti, for example, UNICEF played a key role in advocating for and developing a long-term vision for recovery and reconstruction, based on a transformative agenda to rebuild Haiti as a country fit for children. Similarly, support was given to national recovery planning following the Pakistan monsoon floods and to assessments in the aftermath of crises in Pakistan, Yemen and Zimbabwe.

38. UNICEF is making progress in explicitly identifying the programme interventions that contribute to transition, recovery and peacebuilding. In Somalia, for example, despite extremely challenging circumstances, UNICEF has supported community-based service delivery and has been a pioneer in promoting public-private partnerships to rehabilitate water systems. In Sri Lanka and Nepal, UNICEF and partners rolled out an integrated package of support for demobilized children and their families, which included interim care centres, psychosocial support, and the promotion of alternative livelihoods. In Guinea, UNICEF initiated a youth peacebuilding programme to engage the youths most likely to be drawn to armed violence into more productive activities. In the Democratic Republic of the Congo, UNICEF continued to provide support to victims of sexual violence to promote lasting social recovery and to support local systems for service delivery in health and education.

39. UNICEF continued to help to implement the recommendations contained in the 2009 Report of the Secretary-General on peacebuilding in the immediate aftermath of conflict (A/63/881-S/2009/304), and contributed to the drafting of the Secretary-General's Update Report. The organization continued to play an active role in the Senior Peacebuilding Group, providing advice to the Assistant Secretary-General for Peacebuilding Support. Support was also increased for the development of country funding proposals in line with the 2009 revised guidelines of the Peacebuilding Fund.

40. UNICEF continued its support for integrated presences. This included intensive engagement in the Integration Steering Group and Integrated Mission Planning Process, where UNICEF co-chaired the Training Sub-Working Group. Consistent support also continued for advocacy for children's rights and priority issues in numerous global Integrated Mission Task Forces and in countries carrying out Strategic Assessments and Integrated Strategic Frameworks. UNICEF has developed specialized field support systems for integration issues, and issued internal field guidance on integrated presences in 2010.

41. In accordance with the Partnership Framework on Crisis and Post-Crisis Situations adopted by the World Bank, the United Nations and the European Commission, UNICEF increased its involvement in post-crisis needs assessments. The organization identified key staff to serve on an inter-agency pool of experts for coordinating Post-Conflict Needs Assessments. The need for adequate, predictable, flexible and expedient financing modalities for transition remained an important concern for UNICEF, which provided ongoing guidance to its field offices on implementing the Fiduciary Principles Accord.

42. UNICEF continued its role in the UNDG-Executive Committee on Humanitarian Affairs Working Group on Transition, and played an increasing role in the United Nations Inter-agency Framework for Coordinating Early Warning and

Preventive Action. Through its cluster leadership, UNICEF has been supporting early recovery approaches in more than 60 countries. At the global level, the organization continues to participate in the global IASC Cluster Working Group for Early Recovery. UNICEF made strides in mainstreaming early recovery into its cluster work, integrating early recovery into the Core Commitments for Children in Humanitarian Action.

43. UNICEF also played an important role as part of the IASC Climate Change Task Force, and co-chaired the IASC Sub-Working Group on Preparedness. UNICEF led efforts to integrate disaster risk reduction within the Water, Sanitation and Hygiene cluster, and continued to support the efforts of United Nations Development Programme (UNDP) and the Integrated Disease Surveillance and Response strategy in strengthening the use of the UNDG guidance on disaster risk reduction.

44. The partnership of UNICEF with the International Strategy for Disaster Reduction (ISDR) remained strong. UNICEF moved forward on the commitment made at the 2009 ISDR Global Platform to reduce the growing risk that disasters pose to education and health services. UNICEF also supported the ISDR Thematic Platform on Knowledge and Education and continued to work with its partners to advance child-focused disaster risk reduction.

Gender mainstreaming

45. The 2008 Evaluation of Gender Policy Implementation in UNICEF was pivotal for the promotion of gender mainstreaming and gender equality throughout the organization. To implement the recommendations of this evaluation, UNICEF devised a two-pronged approach: a one-year action plan for 2009, containing immediate actions to be carried out, followed by a more comprehensive three-year action plan for 2010-2012. A stocktaking exercise took place in the form of a Global Consultation in February 2010.

46. Since 2009, substantial progress has been registered on many fronts, within the organization and with partners. In early 2010, UNICEF and UNDP launched a Community of Practice on Gender to facilitate the exchange and acquisition of knowledge, including through e-discussions on key issues. A total of 265 staff members had joined this Community as of October 2010.

47. UNICEF has conducted an increasing number of gender reviews of country programmes as part of the follow-up to the Gender Policy Evaluation. The wide range of methods utilized made it challenging to compare the outcomes of the reviews and to establish baseline data to evaluate progress over time. To encourage a more systematic approach and more effective recommendations, the organization is developing a "minimum package" for gender reviews.

48. The organization continued its efforts to build organizational capacity for mainstreaming gender equality. An e-learning course on "Gender Equality, UN Coherence & You", developed by UNDP, UNFPA, UNICEF and the United Nations Fund for Women (UNIFEM), was launched in 2010. Within UNICEF, gender equality modules and/or components were included in key learning and training programmes, and gender equality competencies are being integrated into the hiring and assessment of staff, including managing for performance. A roster of gender

specialists was launched to provide expertise as needed in both development and humanitarian contexts.

49. UNICEF began developing guidance on promoting gender equality through UNICEF-supported programmes. Guidance for focus areas 1 and 3 of the MTSP will be completed by the end of 2010, and for the remaining areas by early 2011. Guidance is also being developed on engaging men and boys for the promotion of gender equality.

50. UNICEF has developed a Gender Equality Marker (GEM), to become effective as of 1 January 2011, to track its resource allocations and expenditures from programme funds towards gender equality results. The GEM is based on a four-tier rating system, in line with the gender markers of other United Nations entities such as UNDP and IASC, and uses criteria that are specific to the UNICEF mandate.

51. Progress was also notable in emergency contexts. The revised Core Commitments for Children in Humanitarian Action placed stronger emphasis on gender equality and human rights-based approaches. During the second half of 2010, UNICEF launched a multi-country initiative to strengthen gender in UNICEF-led Humanitarian Clusters, emphasizing the building of capacities to implement gender-responsive programming in key humanitarian sectors. With UNFPA, UNICEF continued to serve as co-lead of the Global Gender-Based Violence (GBV) Area of Responsibility through the Global Protection Cluster, which in 2010 oversaw the work of over 30 sub-clusters in crisis-affected and post-crisis countries. The focus has been on providing support for GBV needs assessments, the development of functional coordination mechanisms and standard operating procedures, as well as direct support, particularly in large-scale emergencies, such as those in the Democratic Republic of the Congo, Haiti and Pakistan.

52. In early 2010, UNICEF launched a Community of Practice on Gender and Humanitarian Action, which includes a 48-hour rapid response mechanism, to provide technical support on gender to country offices. The site includes a link to the new IASC e-Learning Tool on Gender and Humanitarian Action, which UNICEF helped to develop. UNICEF has also been active in inter-agency processes to better report on and monitor the implementation of Security Council resolutions 1325 (2000) and 1889 (2009) on Women, Peace and Security, and of resolutions 1820 (2008) and 1888 (2009) on Sexual Violence in Armed Conflict.

53. Another area in which UNICEF continued to play a strong role was in inter-agency cooperation on adolescent girls. The organization was one of six United Nations agencies to sign a Joint Statement of the United Nations Adolescent Girls Task Force on "Accelerating Efforts to Advance the Rights of Adolescent Girls".[2] In the statement, the Task Force, co-chaired by UNICEF with UNFPA, agreed to work with governments, civil society, communities, and adolescent girls and boys on five mutually reinforcing strategic priorities (education, health, violence, leadership and data). The Task Force aims to provide guidance and technical support to United Nations agencies to develop programmes in these areas.

54. UNICEF has also collaborated with UNFPA on two initiatives aiming at better linking the Convention on the Rights of the Child and the Convention on the Elimination of All Forms of Discrimination against Women in the work of the two

[2] http://www.unicef.org/media/files/UN_Joint_Statement_Adolescent_Girls_FINAL.pdf.

organizations. The organizations issued an advocacy booklet to promote action at the national level and a learning manual on the rights of women and children. Together with UNDP, UNFPA and UNIFEM, UNICEF continued to promote joint United Nations country team reporting to the pre-session working group sessions of the Committee on the Elimination of Discrimination against Women, at the Committee's request.

55. To mark the 15th anniversary of the adoption of the Beijing Declaration and Platform for Action, UNICEF produced a paper entitled "Beijing+15: Bringing Girls into Focus". The organization also hosted an e-discussion on its Voices of Youth platform in the lead-up to the 54th session of the Commission on the Status of Women.

56. UNICEF contributed to the Working Group on Gender Architecture, established to provide input to the President of the General Assembly on changes to the Architecture. The establishment of the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) in 2010 has presented major new opportunities for inter-agency partnerships to promote gender equality.

57. Looking towards the future, UNICEF will focus on implementing the three-year Strategic Priority Action Plan (SPAP) for Gender Equality: 2010-2012,[3] which was launched along with the revised and updated policy on gender equality[4] in June 2010.

58. The SPAP lays out eight areas of change: accountability and strategic framework; capacity and knowledge; leadership, influence and advocacy; programming; "doing what we advocate"; partnership; financial resources; and communications. Building on lessons learned, it provides a set of benchmarks and identifies lead entities for the implementation of each priority action. The SPAP was adopted by the Gender Equality Task Force, which comprises senior staff from headquarters and regional offices and regularly monitors progress against the benchmarks.

59. Gender issues will continue to be strongly emphasized in the renewed organizational focus on equity and in the collective international follow-up to the September 2010 High-level Plenary Meeting on the Millennium Development Goals.

V. Coherence, effectiveness and relevance of operational activities

60. UNICEF strives to play a leadership role in United Nations coherence in order to build on synergies for achieving greater impact and to increase the focus on key issues of relevance to children. The organization aims to engage in strategic partnerships in the United Nations system and beyond; pursue clearly defined and measurable results, as demonstrated in the follow-up to the triennial comprehensive policy review; have clearly defined roles and responsibilities; work collaboratively in programmes and operations; and share relevant information and analysis, including lessons learned.

[3] http://www.unicef.org/gender/files/Strategic_Priority_Action_Plan_2010_to_2012.pdf.
[4] http://www.unicef.org/ gender/files/Working_for_an_Equal_Future_UNICEF_Gender_Policy_Policy_2010.pdf.

61. UNICEF has made great strides towards meeting its commitments to follow up on the TCPR. Of the 90 actions points outlined in its 2008 TCPR Action Plan, 89 are completed or under way. The one pending item is a study on United Nations structures in countries with a limited United Nations presence, which is expected to be addressed by 2011. Information on progress made on the Action Plan is available at www.unicef.org/unreform.

62. Work with sister agencies has progressed to further strengthen the resident coordinator system and to implement the agreements reflected in the framework "Management and Accountability System for the UN development system and Resident Coordinator System" and its implementation plan, adopted in 2008.

63. In 2010, UNICEF strongly contributed to the adoption by the UNDG of new strategic priorities to enhance the United Nations system's coherent support for achievement of the Millennium Development Goals, particularly through country-level support. This effort emphasized the streamlining of working groups and task teams as well as the roles and responsibilities of stakeholders, including the United Nations Development Operations and Coordination Office. It also emphasized providing stronger guidance and support to country offices in achievement of the Goals.

64. UNICEF provided technical support to the development of papers and discussions in all areas of the General Assembly resolution 64/289 of 2 July 2010 on system-wide coherence. These areas included governance, the gender entity, funding, evaluation/delivering as one, and common country programmes.

65. UNICEF also contributed to the significant progress made in 2010 in developing a new generation of United Nations Development Assistance Frameworks (UNDAFs), joint funding arrangements, simplification and harmonization of business processes, and joint programming.

Operational activities

66. UNICEF is dedicated to implementing measures in the Management and Accountability System for the United Nations Development System and Resident Coordinator System, including the "functional firewall". To ensure that all staff are aware of their role in these commitments, UNICEF provided guidance on the system to its field staff through video conferencing, face-to-face meetings and regular updates. The organization also revised the job description of representatives to include reporting to the resident coordinators on issues related to the United Nations country teams and ensuring contributions to the teams. The performance review system of UNICEF was similarly adjusted to include input from the resident coordinator and country team members. This year's annual meeting of field staff on coherence had a particular focus on middle-income countries and countries with limited United Nations presence. UNICEF also supported the resident coordinator system through financial and human resources. In 2009, the organization provided an estimated 91,000 staff-hours to the system, 60 per cent of them at senior level. In addition, more than half of country offices reported contributing to the resident coordinator office and common activities, amounting to an estimated $2.6 million. UNICEF also plays a key role in theme groups, UNDAF development and implementation, and the use of common operations systems at country level.

67. In 2010, UNICEF issued a Handy Guide on UN Coherence for staff, covering the full spectrum of coherence issues relevant to field offices. The email help desk, Achieving Strategic Knowledge (ASK), continued to facilitate responses to queries from field offices (167 queries responded to from March 2008 to June 2010) on United Nations coherence and other work of the United Nations system. The UN Coherence and Wiki web pages offer specific support to staff by mobilizing experts in all areas related to coherence.

68. UNICEF works with regional-level United Nations coherence partners through the UNDG Regional Teams and Regional Coordination Mechanisms, in which UNICEF regional directors are deeply involved. These groups help to establish regional priorities to support achievement of the Millennium Development Goals, and offer support and provide oversight to country programmes.

69. In response to the requests of country teams and national partners, new UNDAF tools were developed in 2009. These included simplified guidelines, an action plan template, an agreed standard operational format for reporting on results and an UNDAF support package. These tools were disseminated in early 2010 to field offices and incorporated into inter-agency training and agency programme manuals. The UNDAF action plan and the agreement for voluntary submission of common country programme documents provide options for more advanced forms of coherence. Further work is needed in harmonizing and reducing agency, donor and other reporting.

Simplification and harmonization of business processes

70. UNICEF is improving and harmonizing its business processes, internally and in partnership with others. The annual meetings with regional, country and headquarters staff have helped to address bottlenecks and to identify solutions. In 2010, the High-level Mission on Business Practices (a joint mission of the UNDG and High-level Committee on Management) made recommendations in this area and agreed on an implementation plan, work on which has commenced.

71. UNICEF supports the use of national systems for procurement and the development of their capacity. To date, half of 42 countries surveyed by UNICEF are using national systems to some degree. Further supply-chain capacity development is under way in 16 countries. Challenges include capacity weaknesses in existing systems and inefficient transportation networks, particularly in humanitarian emergencies. UNICEF supports both small-scale interventions, such as warehouse management training, and large-scale interventions, such as the convening of complete supply-chain reviews in Ethiopia and Sierra Leone.

72. The use of Harmonized Approach to Cash Transfers (HACT) is promoted as a way to reduce transaction costs, strengthen national capacities for financial management and improve accountability. UNICEF participates in the inter-agency HACT Advisory Group, which works towards resolving bottlenecks and developing policies to support country-level implementation of the cash assistance framework. As of April 2010, 21 UNICEF country offices had reported full compliance with HACT by the relevant agencies of the United Nations country teams and Governments. Implementation of HACT will require further strengthening of the capacities of both national and United Nations staff in financial management.

73. Reform in human resources, in particular the harmonization of types of staff appointments, has simplified common staffing processes among a number of United Nations organizations. UNICEF has integrated these changes into its own rules and procedures. The changes cover types of appointment and categories of staff, as well as the staff selection modalities and policies covered by the central review bodies.

74. UNICEF is working with partners to harmonize financial regulations and rules, as well as other financial practices, including through adopting UNDG guidelines for transfer of funds between agencies, implementing harmonized cost classification in reporting, presenting results-based budgets and participating in United Nations Sector Budget Support/Pooled Funds. These harmonization initiatives will help to reduce transaction costs, improve quality and provide more relevant information for decision-making. Further harmonization will have to overcome the varying business models, priorities and resource constraints among agencies.

75. UNICEF is the chair of the UNDG Information and Communication Technology (ICT) Task Team, which supports the Delivering as One pilot countries in their ICT harmonization initiatives. The Task Team provides continued direct support to pilot country implementation, addresses country-level common ICT service needs, develops and disseminates guidelines and templates for Delivering as One in ICT, and proposes capacity-building measures that support other United Nations country offices. The Task Team established guidelines for the United Nations country teams on establishing common ICT with step-by-step processes based on lessons learned. Network architecture and security guidelines are currently being established by the Task Team to set minimum standards for agencies globally. In 2010, a global survey on Delivering as One was completed to assess the ICT status and readiness for the ICT harmonization of 45 countries.

76. Various common services (security, medical, courier, etc.) are now being used in many countries. In a UNDG survey conducted in 2009, 82 per cent of respondents stated that arrangements related to "essential services" are in place. Two thirds reported common arrangements regarding ICT, human resources and/or medical services. Opportunities and savings from shared services tend to decrease when organizations do not share common premises. Other obstacles to common services include differing levels of prioritization within agencies, differences in rules and practice, poor communication between programme and operations teams, and lack of participation by agencies when they do not clearly see the advantages of cost effectiveness.

77. UNICEF continues to facilitate the use of common premises and services by country offices. There are currently 60 UN Houses and common premises. UNICEF chaired the UNDG inter-agency group that supported the establishment and management of common premises and UN Houses. The two key challenges for common premises are security and funding. The lack of availability of potential rent-free premises also presents a constraint to establishing additional UN Houses.

78. To harmonize audit tools and standards, UNICEF, the World Food Programme (WFP), UNFPA and UNDP and the United Nations Office for Project Services signed a Letter of Understanding on "Harmonization of Audit Rating System", revised in January 2010.

79. UNICEF is preparing for the adoption of the International Public Sector Accounting Standards (IPSAS), expected to be launched in 2012. Currently,

UNICEF is in the pre-implementation phase, which focuses on producing opening balances for IPSAS (starting balances as of 1 January 2012) and collecting and testing new and/or improved tools and data. Challenges include the ability of ERP (Enterprise Resource Planning) systems to support IPSAS, moving from modified accrual to full accrual, reconciliation of accrual financial statements with cash budgets, updating financial rules and regulations, and conducting widespread, systemic training to ensure that all staff fully understand these major changes.

Delivering as One

80. As Co-Chair of the United Nations Evaluation Group (UNEG) Task Force on Country-Led Evaluation of Delivering as One, UNICEF played a lead role in supporting quality assurance of the six country-led evaluations. This involved issuing guidance for developing terms of reference and reviewing and commenting on draft terms of reference, drafting inception reports and drafting evaluation reports in liaison with the Evaluation Management Team in each country. UNICEF participated in and provided support to the High-level Tripartite Conference on Delivering as One, which took place in Hanoi in June 2010, including through providing technical support and advice on behalf of UNEG and based on the expertise of UNICEF.

81. In the 2008-2009 biennium, UNICEF allocated $150,000 per year to each regional office to support efforts in United Nations coherence. For the 2010-2011 biennium, UNICEF helped to develop the UNDG-UNDAF Support Package, which offers $3.55 million to country and regional offices to cover country office training and additional regional staff, and participated in discussions on the establishment and management of the Delivering as One Fund Expanded Window, offering $81 million to country offices.

VI. Evaluation of operational activities

82. The TCPR called for closer linkage between evaluation and knowledge management. UNICEF made two major new investments in this linkage in 2009-2010. First, a higher-level professional post was created to manage the Evaluation and Research database of completed evaluations. Second, an independent firm with expertise in evaluation quality assurance was contracted to provide a quality review of all completed evaluations. The reviews are shared with the originating offices to help them know where to make improvements and to determine how to further direct evaluations for lessons learned exercises or for meta-evaluations of major programming themes. In addition, UNICEF adheres to the United Nations policy of making all evaluations publicly available.

83. UNICEF promotes the use of evaluation as an instrument for improving the effectiveness, efficiency and overall impact of investments for children and the linking of evaluation to performance in achievement of development goals. Three measures of this commitment are the following:

(a) A biennial corporate evaluation plan of high-priority, strategic evaluations is developed in conjunction with the periodic reviews of the MTSP. In the 2008-2009 period, 9 of the 16 planned evaluations were completed, 5 were

under way as of August 2010, and 2 were still pending. A set of 15 priority evaluations for 2010-2011 are also in place, and 9 are under way. Other major corporate evaluations may also be conducted beyond this plan if need arises;

(b) UNICEF field offices conduct about 240 to 260 evaluations per year. According to the standards set, each country programme component should be the subject of at least one evaluation over the course of the programme cycle. The present level of investment is enough to meet this norm on average;

(c) UNICEF invests significantly in social development impact measurement through Multiple Indicator Cluster Surveys. The survey data and comparable data from other survey activities allow the evaluation function to focus on effectiveness and efficiency, and on operational research to develop workable solutions at a pilot level that can then be assessed for going to scale.

84. A significant portion of the work of UNICEF occurs in an inter-agency and multi-partner context, including two areas of specific evaluation partnership in 2009-2010. The first concerned the Delivering as One pilots, as described above. Preliminary findings from the country-led evaluations were presented at the High-level Tripartite Conference on Delivering as One.

85. UNICEF is also a strong contributor to joint and inter-agency evaluations on humanitarian issues. A joint evaluation of the cluster approach was conducted in 2009, and inter-agency evaluations of the Central Emergency Response Fund and the Common Humanitarian Fund were initiated in 2010. A major inter-agency real-time evaluation was initiated in Haiti. In 2009-2010, major evaluations were completed of the response to the 2004 Indian Ocean tsunami and of the development of capacity for humanitarian response.

86. Many challenges remain in achieving a supportive culture for evaluation and in ensuring adequate capacity in programme countries. In 2009 and early 2010, two systemic changes were advanced to improve strategic planning and facilitate the sharing of expertise and experience. First, new guidance on how to prioritize major evaluations was developed and disseminated at all levels. Most regional offices now review draft monitoring and evaluation plans from country offices, and provide feedback and assistance in prioritizing major activities. In addition, most regions are developing regional evaluation plans and are prioritizing evaluations to be carried out in 2010-2011. Second, significant investments in a web-based Evaluation Community of Practice have contributed to the enlistment of 330 members.

VII. Follow-up to international conferences

87. Since 2009, UNICEF has sought to strategically engage with the processes of the Group of Eight (G-8) and Group of Twenty (G-20) at the policy level to ensure that the well-being of children and women is adequately taken into account in their initiatives. In 2010, UNICEF supported the Government of Canada in crafting the G-8 Muskoka Initiative on Maternal, Newborn and Under-Five Child Health. UNICEF is now working closely with the G-8 and other partners on operationalizing the Initiative and designing its accountability mechanisms and indicators. UNICEF also participated in the newly established United Nations system-wide coordination mechanism for engagement with the G-20 Working Group on development to

prepare contributions for the G-20 Seoul Summit and beyond. UNICEF has also been supporting the Global Pulse initiative of the United Nations from its inception.

88. The Children's Climate Forum, held in Denmark in late 2009 immediately before the fifteenth session of the Conference of the Parties (COP 15) of the United Nations Climate Change Conference, provided a launching pad for broader youth engagement on climate change. Children from 44 countries participated in the Forum. Co-organized by UNICEF and the City of Copenhagen, the Forum focused on training and empowering the children to become "Climate Ambassadors" and pursue climate actions in their own communities, in addition to developing a Declaration that they handed to the President of COP15. During 2010, a number of these Ambassadors in both developing and industrialized countries launched youth-led initiatives to address climate change at community, national and international levels.

89. UNICEF was strongly involved in the preparation and follow-up for the XVIII International AIDS conference, which took place in Vienna in July 2010. The yearly conference is a key gathering through which to leverage HIV responses for children and women. The UNICEF Executive Director emphasized during a high-profile satellite session with partners that securing a generation of children free of AIDS is possible. UNICEF also supported the documentation and wide dissemination of key new evidence on children and AIDS that emerged from the conference.

90. As the Chair of the MDG Task Team of UNDG, UNICEF contributed to the preparations of the General Assembly High-level Plenary Meeting on the Millennium Development Goals in September 2010. UNICEF joined sister agencies and experts to undertake a comprehensive review of initiatives at country level and issued Thematic Papers on the Goals. The results of these reviews provided Member States with a picture of successes, good practices, lessons learned, challenges and opportunities in achieving the Goals.

91. During the Summit, UNICEF and its partners advocated for action on key issues of importance regarding children and women. UNICEF organized several side events in collaboration with a range of partners, including Member States, the United Nations Educational, Scientific and Cultural Organization, the World Health Organization, the Joint United Nations Programme on HIV/AIDS, UNFPA, the World Bank, GAVI and Save the Children Alliance. Most notably, UNICEF held an event focused on achieving the Millennium Development Goals with equity — addressing disparities and reaching the most vulnerable. The Executive Director presented evidence in support of approaches and interventions that are more strongly focused on equity as a means of accelerating progress towards achievement of the Goals.[5]

92. Additionally, UNICEF offered technical support to Member States in the preparation of the outcome document, "Keeping the promise: united to achieve the MDGs", based on the latest evidence on child-related Goals. UNICEF also coordinated the preparation of recommendations for UNDG follow-up on the outcome document. As part of the collective United Nations follow-up, UNICEF will promote and assist national implementation measures for accelerated and equitable progress towards child-focused development goals.

[5] See the UNICEF publications, "Narrowing the Gaps to Meet the Goals" (7 September 2010) and *Progress for Children: Achieving the MDGs with Equity* (No. 9, September 2010).

VIII. Draft decision

93. The Executive Board *decides* to transmit the present report (E/2011/6-E/ICEF/2011/3) to the Economic and Social Council, along with a summary of the comments and guidance provided by delegations at the present session.

United Nations E/ICEF/2011/4

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UNICEF report on recommendations of the Joint Inspection Unit

Summary

In accordance with Executive Board decision 2001/4, the present report summarizes the response of UNICEF to recommendations contained in reports of the Joint Inspection Unit (JIU) that are directly relevant to UNICEF and have not yet been considered by the Executive Board. The seven reports considered in this document were issued by the JIU during the period from September 2009 through August 2010.

* E/ICEF/2011/1.

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I. Overview

1. JIU reports are addressed to the executive heads of the organizations concerned, including UNICEF, and contain a series of recommendations for consideration by the executive heads and/or by the legislative organs of the organizations. UNICEF reports yearly to its Executive Board on measures to implement the JIU recommendations, as appropriate. In line with this practice, the present document provides, inter alia: (a) brief information on JIU reports issued from September 2009 through August 2010 that are directly relevant to the administration and management of UNICEF, and comments regarding the pertinent recommendations contained in these reports (see annex 1 for the list of JIU reports and the number of recommendations relevant to UNICEF and the UNICEF Executive Board); and (b) a summary of remarks on JIU recommendations of relevance to the UNICEF Executive Board (see annex 2). The complete reports of the JIU may be obtained through its website (www.unjiu.org).

2. Since the presentation of the previous UNICEF report (E/ICEF/2010/4) to the Executive Board at its first regular session of 2010, UNICEF has continued to work with the JIU on the different reviews being conducted under its auspices, as well as on the follow-up to recommendations contained in its notes and reports. This dialogue and interaction on issues of common interest have increased the relevance of the reports, improved implementation of recommendations and enhanced transparency. Furthermore, member organizations of the United Nations System Chief Executives Board for Coordination have increasingly cooperated to provide consolidated responses to JIU recommendations.

II. Reports of the JIU of direct relevance to UNICEF

3. The seven JIU reports of direct relevance to UNICEF are summarized below, and additional comments are provided by UNICEF on the recommendations contained therein.

A. Towards more coherent United Nations system support to Africa (JIU/REP/2009/5)

4. The objective of the report is to evaluate the effectiveness and efficiency of the existing system-wide cooperation framework in support of the development of Africa, drawing on and sharing lessons learned. The main findings highlight the proliferation of mandates and insufficient system-wide coordination. The recommendations urge strengthening of the Regional Coordination Mechanism and its cluster system, enhancing the capacities and resources of the Regional Directors Teams in Africa, and greater engagement of African recipient governments in programme planning and implementation, including through the closer alignment of programmes with national development plans and budget cycles.

5. UNICEF welcomes the JIU report and in general agrees with the key issues it identifies, as well as with its recommendations. UNICEF management agrees that there is a need to clarify the roles and responsibilities of different mechanisms, to ensure adequate communication among these mechanisms, and to harmonize results-based management practices across the United Nations system, as all are important components for coherent and coordinated United Nations system support to Africa.

UNICEF also recognizes the need to strengthen and use existing mechanisms to promote coherence.

B. Offshoring in United Nations system organizations: offshore service centres (JIU/REP/2009/6)

6. The main objectives of the report are to provide an assessment of offshoring policies, practice and experience in the United Nations system, and to identify best practices and lessons learned in this area.

7. UNICEF supports all the relevant recommendations contained in the report and agrees that implementing offshoring facilities can result in economic advantages through economies of scale and relatively lower-cost staffing. In addition, UNICEF also fully agrees with the concept of developing an offshoring policy before creating its own offshore centres. However, in order to develop the offshoring policy, many factors must be taken into consideration, such as location, cost of living, infrastructure and human resources.

C. Selection and conditions of service of executive heads in the United Nations system organizations (JIU/REP/2009/8)

8. This review by the JIU addressed the legal and institutional framework and practices in the selection and appointment of executive heads in the United Nations system organizations, including the United Nations Secretary-General. The report aims to assist in the establishment of harmonized selection criteria that would ensure the highest quality of leadership and management, with concomitant conditions of service, at the level of the executive head of each organization.

9. Of the 13 recommendations in this report, 2 are directed to the Secretary-General; 1 to the United Nations Chief Executives Board; and the remaining 10 to the legislative bodies of the United Nations system organizations. Of these 10 recommendations, 8 are relevant to UNICEF and are presented for the consideration of its governing body.

D. The role of the Special Representatives of the Secretary-General and resident coordinators: a benchmarking framework for coherence and integration within the United Nations system (JIU/REP/2009/9)

10. The purpose of the report is to examine current barriers to the achievement of coherence and integration within the United Nations system, make recommendations to overcome these barriers and propose a flexible model that can be adapted to meet the needs and wants of all countries where the United Nations system operates. The report proposes a benchmarking framework for coherence and integration at all levels across the United Nations system and with its stakeholders/partners. Eighteen benchmarks are proposed.

11. UNICEF welcomes the report of the JIU and recognizes that the benchmarks contained therein are of relevance to the agency. In fact, many of them are already being implemented. However, to further strengthen the relevance of the report, other proposed benchmarks will need to be reviewed further in terms of their use and benefit so as to avoid the risk of increasing transaction costs.

E. Environmental profile of the United Nations system organizations: review of their in-house environmental management policies and practices (JIU/REP/2010/1)

12. Through this review, the JIU assesses the environmental policies and practices of the secretariats of the United Nations system organizations on their sustainable use of resources, including energy consumption, in light of their mission to promote relevant internationally accepted environmental conventions. The report highlights best practices and identifies norms and benchmarks of business policies and measures to be promoted throughout the organizations and their partner entities and organs.

13. The report contains 12 recommendations, 6 of which are relevant to the organization. UNICEF has taken, and continues to take, significant actions to identify and reduce its carbon footprint. The organization also firmly supports the principles of implementing eco-friendly measures for its operations. With respect to the recommendation on the implementation of the plan and policies of the United Nations system organizations, UNICEF notes that, given the high number of countries in which the organization operates, it will take a long time and resources to fully implement this recommendation.

F. Review of travel arrangements within the United Nations system (JIU/REP/2010/2)

14. The main aim of this review by the JIU was to examine existing travel arrangements and consider best practices among United Nations system organizations, with a view to improving services and reducing travel costs.

15. UNICEF supports and concurs with the relevant recommendations contained in the JIU report. A clear UNICEF policy for preferential airfares is already in place, and a number of other negotiations, procedures and tools have been or are being developed for preferential airfares. In addition, UNICEF is a member of Inter-agency Travel Network.

G. Ethics in the United Nations system (JIU/REP/2010/3)

16. The review followed up on an earlier JIU report on oversight lacunae in United Nations system organizations to determine progress, lessons learned, and best practices in establishing and implementing the ethics function throughout the United Nations system. The objective of this review was to provide recommendations leading to a fully operational ethics function in each of the organizations of the United Nations system, designed to cultivate and nurture a culture of ethics, integrity and accountability and to ensure an understanding by all staff of minimum acceptable standards of behaviour.

17. The report contains 17 recommendations, 14 of which are directly relevant to UNICEF. Several of these recommendations have already been implemented, including the one pertaining to the head of the ethics office submitting an annual report or summary to the legislative body.

III. Ongoing/forthcoming JIU reports and notes of relevance to UNICEF

18. UNICEF has been participating in the initial collection of information, in discussions and in review of several JIU draft reports and notes currently being

developed. At the first regular session of the Executive Board in 2012, UNICEF looks forward to presenting its comments, as appropriate, on some or all of the JIU reviews scheduled for completion in 2010 and beyond that have potential relevance to the work of UNICEF. Below is the preliminary list of such reports:

(a) Evaluation of the scope, organization, effectiveness and approach of the work of the United Nations in mine action;

(b) Financing for Humanitarian Operations in the United Nations system;

(c) Inter-agency staff mobility and work/life balance in the organizations of the United Nations system;

(d) Lump sum payments in lieu of entitlements;

(e) Multilingualism in the United Nations system organizations: status of implementation;

(f) Preparedness of the United Nations system organizations for International Public Sector Accounting Standards;

(g) Review of Enterprise Risk Management in the United Nations system: benchmarking framework;

(h) Review of the medical services in the United Nations system;

(i) Review of the United Nations system organizations' policies and procedures for administration of trust funds;

(j) Staff-management relations in the United Nations system;

(k) Status and way ahead for procurement reform in the United Nations system organizations;

(l) System-wide review of South-South cooperation for development;

(m) The audit function in the United Nations system;

(n) United Nations corporate partnerships: the role and functioning of the Global.

Annex 1

List of reports of the Joint Inspection Unit of relevance to UNICEF

JIU report symbol	*Report title*	*Total number of recommendations contained in the report*	*Total number of recommendations of relevance to UNICEF*	*Total number of recommendations of relevance to the UNICEF Executive Board**
JIU/REP/2009/5	Towards more coherent United Nations system support to Africa	17	11	2
JIU/REP/2009/6	Offshoring in United Nations system organizations: offshore service centres	18	16	3
JIU/REP/2009/8	Selection and conditions of service of executive heads in the United Nations system organizations	13	8	8
JIU/REP/2009/9	The role of the Special Representatives of the Secretary-General and resident coordinators: a benchmarking framework for coherence and integration within the United Nations system	1	1	1
JIU/REP/2010/1	Environmental profile of the United Nations system organizations: review of their in-house environmental management policies and practices	12	6	0
JIU/REP/2010/2	Review of travel arrangements within the United Nations system	9	7	1
JIU/REP/2010/3	Ethics in the United Nations system	17	14	4

* See annex 2.

Annex 2

Summary of UNICEF remarks on recommendations of the Joint Inspection Unit of relevance to the UNICEF Executive Board

Relevant recommendations	*Remarks*
(JIU/REP/2009/5) Towards more coherent United Nations system support to Africa	
Recommendation 1: The General Assembly and the legislative bodies of the corresponding United Nations system organizations should invite the Secretary-General and the executive heads of the other United Nations system organizations to undertake a review of their respective mandates pertaining to United Nations system support to Africa, in order to assess the status of implementation, to evaluate resource, monitoring and reporting requirements for implementation and to better clarify the division of labour and responsibilities within the United Nations system and between the different organs, offices and departments of every United Nations system organization.	UNICEF agrees with the need to clarify the roles and responsibilities of existing mechanisms within the United Nations system to promote coherent United Nations support to Africa.
Recommendation 16: The General Assembly and the legislative bodies of the corresponding United Nations system organizations should reaffirm their commitment to results-based management (RBM) and request the executive heads of the United Nations system organizations to harmonize their RBM practices for achieving a common RBM approach at country level with regard to the implementation of the UNDAFs in Africa.	UNICEF reaffirms its commitment to results-based management throughout the planning, implementation and monitoring process within the UNDAF framework, and supports the call to harmonize results-based management practices across the United Nations system.

Relevant recommendations	*Remarks*
(JIU/REP/2009/6) Offshoring in United Nations system organizations: offshore service centres	
Recommendation 1: The governing bodies of United Nations system organizations should request the executive heads, before offshoring services, to develop an offshoring policy which is based on the cost-benefit analysis of all sourcing options for the delivery of services and which is in alignment with the medium- to long-term corporate strategy of the organization. The policy should then be subject to the review and approval of the governing bodies. All inter-agency opportunities, including common/joint policy and project development, should be explored exhaustively before organization-based offshoring policies and projects are prepared.	UNICEF agrees that prior to offshoring, the organization should develop an offshoring policy based on analysis of all sourcing options for the delivery of services and in alignment with the medium- to long-term strategy of the organization.
Recommendation 7: The governing bodies of United Nations organizations should request the executive heads to maintain the international character of the organizations in staffing offshore service centres.	The management of UNICEF supports this proposal, and the recently revised human resources policy of UNICEF on recruitment explicitly defines the organization's position on increased diversity of staff.
Recommendation 15: The governing bodies of United Nations system organizations should exercise their oversight role in offshoring activities, including the implementation of policies, performance evaluation, and assessment of progress in achieving the objectives.	The management of UNICEF is in agreement with the proposal and suggests including this element in any offshoring policy implementation.

Relevant recommendations	*Remarks*
(JIU/REP/2009/08) Selection and conditions of service of executive heads in the United Nations system organizations	
Recommendation 4: The legislative bodies of the United Nations system organizations, which have not yet done so, should establish timelines for the selection process of their executive heads ending at least three months before the expiring date of the mandate of the incumbent, in order to ensure a smooth transition between the incumbent and the incoming executive head.	The Executive Director is appointed by the Secretary-General in consultation with the Executive Board. UNICEF believes that all eight recommendations should be further deliberated by the United Nations Secretariat in consultation with the Executive Board.
Recommendation 5: The legislative bodies of the United Nations system organizations should request all candidates for the post of executive head to submit, together with their curriculum vitae, a certificate of good health signed by a recognized medical facility.	
Recommendation 6: The legislative bodies of the United Nations system organizations should adopt provisions to limit the terms of their executive heads to a maximum of two successive terms not exceeding five years each, if such provisions have not yet been adopted.	
Recommendation 7: The legislative/governing bodies of the United Nations system organizations should condemn and prohibit unethical practices such as promises, favours, invitations, gifts, etc., provided by candidates for the post of executive head or their supporting governments during the selection/election campaign, in return for favourable votes for certain candidates.	

Relevant recommendations	*Remarks*
Recommendation 9: The legislative bodies of the United Nations system organizations should adopt provisions comprehensively addressing conflicts of interest pertaining to, and/or wrongdoing/misconduct allegedly committed by executive heads, if such provisions have not yet been adopted.	
Recommendation 10: The legislative bodies of the United Nations system organizations should direct the internal oversight or ethics office function, as appropriate, or JIU to conduct investigations into alleged cases of wrongdoing or misconduct, including retaliation and irregularities relating to financial disclosure statements, allegedly committed by executive heads of system organizations. The investigating authority should report the outcome of the investigation directly to the legislative body of the respective organization for action on the matter. The JIU, however, can undertake on its own initiative such investigations, should it so decide.	
Recommendation 12: The legislative bodies of the United Nations system organizations should establish rigorous policies regarding the acceptance of gifts, honours, decorations, etc., by their executive heads, where no such policies currently exist.	
Recommendation 13: The legislative bodies of the United Nations system organizations should include in the terms of appointment of their executive heads a provision for a possible termination allowance based on ICSC [International Civil Service Commission] standards, where such a provision is missing.	

Relevant recommendations	*Remarks*
(JIU/REP/2009/9) The role of the Special Representatives of the Secretary-General and resident coordinators: a benchmarking framework for coherence and integration within the United Nations system	
Recommendation 1: The legislative organs are invited to adopt this benchmarking framework as a yardstick to guide and measure efforts towards a more efficient and effective organization, which would better serve the needs of countries.	The management of UNICEF accepts this recommendation subject to the observations made in the present report.
(JIU/REP/2010/2) Review of travel arrangements within the United Nations system	
Recommendation 9: The governing bodies of United Nations system organizations should request the executive heads to provide reports on travel expenditures by reporting period and steps taken to rationalize travel costs.	All airfare expenditures are being closely monitored. The information is available to both internal and external audit.
(JIU/REP/2010/3) Ethics in the United Nations system	
Recommendation 6: The legislative bodies should direct their respective executive heads to apply term limits to the appointment of the head of the ethics office, which should be a non-renewable appointment of seven years, or no more than two consecutive appointments of four or five years, with no possibility of re-employment by the same organization.	The Ethics Office of UNICEF submitted its first report to the Executive Board of UNICEF at its second regular session of 2010 (E/ICEF/2010/17). Through decision 2010/18 adopted at its second regular session of 2010, the Executive Board of UNICEF requested the Executive Director of UNICEF to limit the term of appointment to five full years, exceptionally renewable once for a maximum of five years. The decision also requests the Executive Director to bar re-entry of the head of the Ethics Office into the organization once the term of the appointment has ended. The current policy of UNICEF is that the head of the Ethics Office is appointed for one five-year term.

Relevant recommendations	*Remarks*
Recommendation 7: The legislative bodies should direct their respective executive heads to ensure that the head of the ethics office submits an annual report, or a summary thereof, unchanged by the executive head, directly to the legislative body, together with any comments of the executive head thereon.	Through decision 2010/18 adopted at its second regular session of 2010, the Executive Board of UNICEF requested the Ethics Office of UNICEF to submit future reports to the Executive Board at its annual sessions.
Recommendation 8: The legislative bodies should direct their respective executive heads to ensure that the head of the ethics office has informal access to the legislative bodies which is enshrined in writing.	The head of the Ethics Office has both formal and informal access to the Executive Board.
Recommendation 17: The legislative bodies should direct their respective executive heads to put forward proposals for an internal mechanism to be established that would set out the modalities for the ethics office and/or the internal oversight service to investigate or undertake reviews of allegations brought against the executive head of the organization, including reporting the outcome of the investigation or review directly to the respective legislative body.	This recommendation is better handled at the level of the Chief Executives Board to ensure harmonization throughout the system. UNICEF is prepared to contribute to the proposals.